



2009

2015

2020

2030

The AT&L team must continue the legacy we have inherited - a legacy of providing unmatched weapons technology that has assured the security and freedom of our nation. The talent and motivation of the people on the team will be the key to our success.

A handwritten signature in black ink, appearing to read "John J. Young, Jr.".

John J. Young, Jr.
Under Secretary of Defense for
Acquisition, Technology and Logistics



2030

2020

2015

2009



What Are Our Defense Acquisition Workforce (Human Capital) Challenges and Opportunities

September 4, 2008

Garry Shafovaloff
Defense Acquisition University
Human Capital Initiatives



What Are Our Workforce Challenges/Opportunities?

- 1. Successfully Meeting All Demands on Acquisition Workforce - Our Acquisition Outcomes are Critical to National Security**
- 2. Mitigating Loss of Skilled/Experienced Workforce**
- 3. Successfully Competing for & Retaining Talent**
- 4. Better equipping/supporting the workforce for successful performance**
- 5. Addressing "Big A" Workforce Needs**
- 6. Transferring Knowledge/Expertise to New Generation of Defense Acquisition Workforce**
- 7. Integrated Total Force Human Capital Planning**
- 8. Resourcing Human Capital Initiatives**
- 9. Other _____**



Defense Acquisition Workforce

Some Key Questions



- **What workforce capability do we need to execute the acquisition mission now and in the future?**
- **What competencies best contribute to successful performance of the acquisition mission?**
- **What size and skill/competency gaps exist?**
- **What is our assessment of near term and long term workforce capability risk?**
- **How can we manage the risk? What are the alternatives?**
- **What key information helps with making human capital strategy/initiative decisions?**



Example Decisions Areas

1. Recruiting & Hiring
2. Training & Development
3. Retention & Recognition
4. _____
5. _____
6. _____

Defense Acquisition Workforce

A Framework for Human Capital Planning/Initiatives

Capability Needed? Planned/Budgeted? What We Do

- Strategic Direction
- Mission Imperatives
- Statutory requirements
- Environmental Influences

Strategic & Force Planning

2008 - 2013

Implement Data-Driven Decisions/Initiatives 852

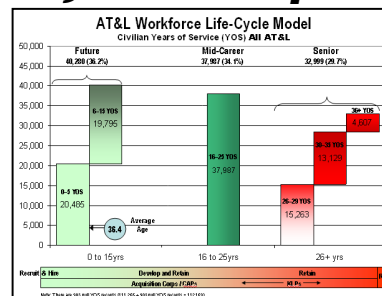
- Recruiting and Hiring
- Training and Development

Comprehensive Workforce Data and Analysis and

Tools

**Data Quality
Data Transparency
Analysis Tools**

Workforce Capability?



Analysis/Gaps?

- Gains and Losses
- Inventory Projection
- Planned vs Projected
- Competency Management
- Certification/Standards
- Other

Senior Leadership Direction



- Human Capital
- Competitive sourcing
- Financial management
- Expanded e-Government
- Budget & Performance Integration

**USD
(AT&L)**

Hon. John J. Young, Jr.
USD(AT&L)

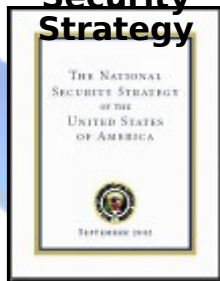


Hon. James I. Finley
DUSD (A&T)

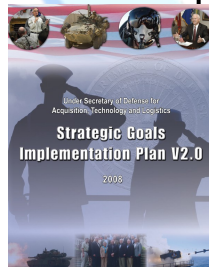


Hon. Jack Bell
DUSD (L&MR)

National Security Strategy



- Transform our Military Forces
- Implement QDR

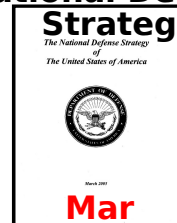


Robert Gates - SECDEF



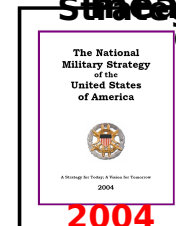
Gordon England - SECDEF

National Defense Strategy



- Changing long standing business processes within the Dept to take advantage of IT
- Foster a culture of innovation
- Divest & invest for the longer term

National Military Strategy

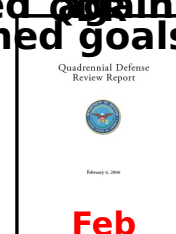


- Continuous Transformation
- Capabilities-based Approach
- Focused Logistics
- Joint Systems
- Network-Centric Operations

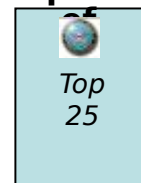
DoD

Alignment

"The department must have a vision that conveys to the public a commitment to attract & develop the best mix of people, both military & civilian. This vision must be supported by an effective human capital strategy that is actively measured against well defined goals."



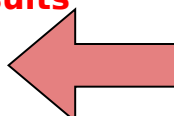
- "Big D" Acquisition
- Governance
- Risk-based Source Selection & Time Certain Acquisition Programs
- Defense Human Capital Strategy
 - Competencies & Performance Criteria



AT&L Strategic Thrusts

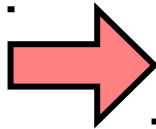
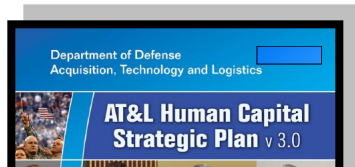
- Define effective and affordable tools for the joint warfighter
- Responsibly spend every single tax dollar
- Take Care of our People

1. Acquisition neighborhood is empowered and enhanced
2. Future AT&L workforce is created
3. Collaboration and results are recognized and rewarded
4. Focus on People

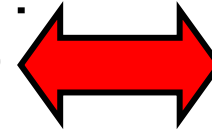




DoD Strategic Human Capital Thrusts/Goals/Initiatives



Key Initiatives



AT&L
Strategic
Thrust



AT&L HCSP v 3.0 Goals

Goal 1	Align and fully integrate with overarching DoD human capital initiatives (Competency Management)
Goal 2	Maintain a decentralized execution strategy that recognizes the components' lead role and responsibility for force planning and workforce management.
Goal 3	Establish a comprehensive, data driven workforce analysis and decision-making capability.
Goal 4	Provide learning assets at the point of need to support mission-responsive human capital development.
Goal 5	Execute DoD AT&L Workforce Communication Plan that is owned by all DoD AT&L senior leaders (One Team, One Vision, A Common Message and Integrated Strategies).
Goal 6	Recruit, develop and retain a mission ready DoD AT&L workforce through comprehensive talent management.

- ✓ Annual HCSP to Congress
- ✓ Competency Management
- ✓ Comprehensive workforce data analysis capability
- ✓ Learning Asset Integration
 - Living Library
 - Core Plus
 - Engaged Learner
 - Continuous learning
 - Knowledge sharing
 - Webcasts/Podcasts
 - Gaming & Simulation

1. Acquisition neighborhood is empowered and enhanced
2. Future AT&L workforce is created
3. Collaboration and results are recognized and rewarded
4. Focus on People

Defense Acquisition Workforce

Key USD (AT&L) Strategic Thrust
“Take Care of Our People”



- Establish DAU Living Library with interviews lessons learned.
- Establish a comprehensive, workforce analysis and decision-making capability.
- Implement a rotational mobility (breadth) assignment plan for senior executives & developing leaders.
- Implement executive coaching and 360 feedback processes to improve the organization.
- Review & implement changes to our hiring practices to make government hiring timely & competitive.
- Develop a Strategy to prevent a civilian



Defense Acquisition Workforce

“Establish a comprehensive, workforce analysis and decision-making capability.”

The AT&L workforce Data Mart - Supports workforce analysis on a real time and historical basis for the Defense Acquisition Workforce

The "PB23" - Planned/Budgeted Acquisition Workforce - Documents, by Component and acquisition career field, the planned/budgeted organic acquisition workforce size through the Future Years Defense Plan (FYDP).

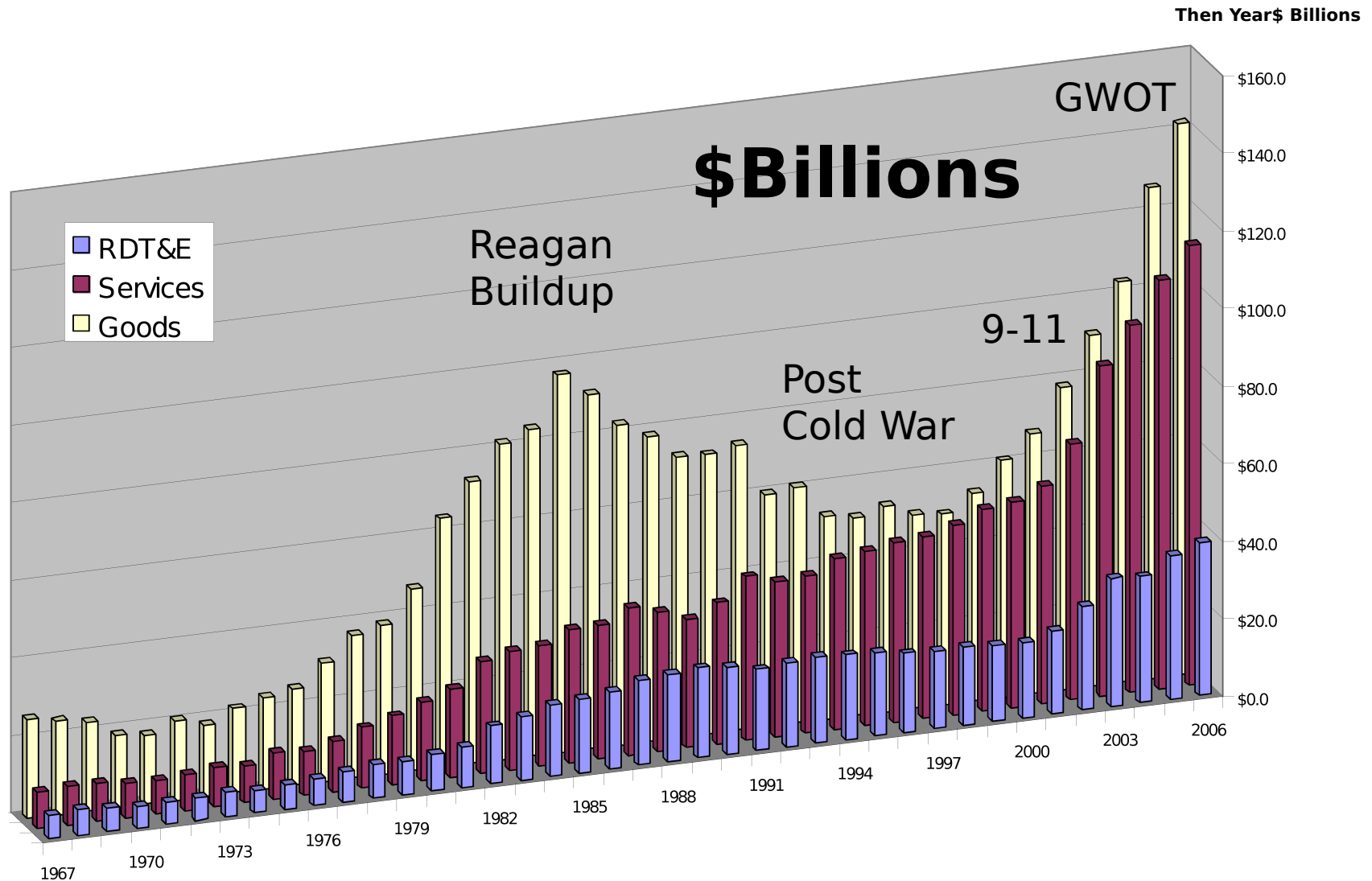
Workforce Lifecycle Model - A visual display of workforce career lifecycle in three cohort groups - Future (early career) workforce, Mid-career and Senior-career.

RAND Inventory Projection Model - Provides the user an ability to identify the impact of potential gain/loss rates and other assumptions on future workforce inventory.

Gains/Losses Tracking - Supports detailed analysis

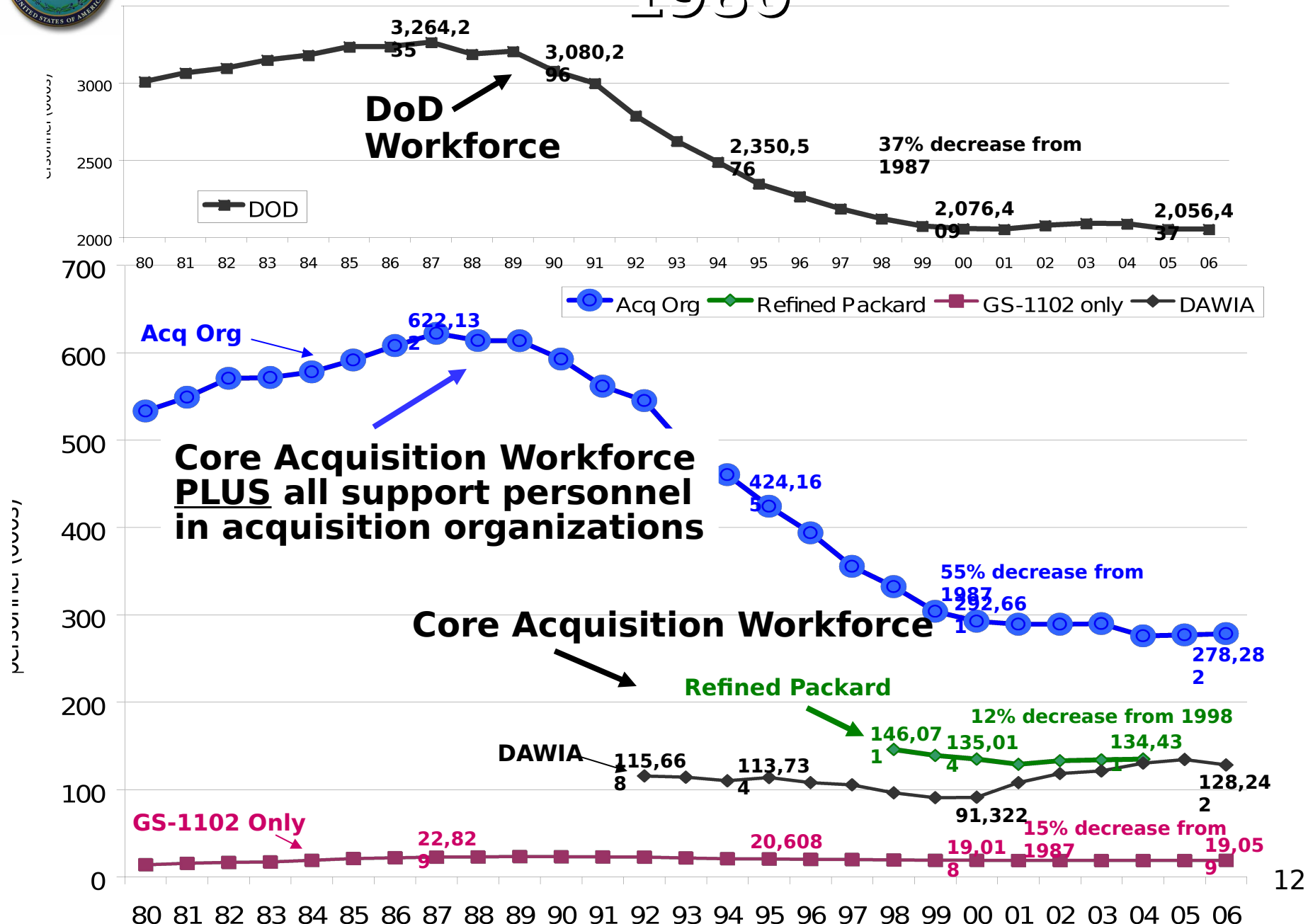
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Overall Procurement Trends





Workforce Size Change Since 1980





The Defense Acquisition Workforce

As of 30 Sep 07

Career Fields (13)	ARMY	NAVY/USMC	AIR FORCE	OTHER	TOTAL
Auditing	0	0	0	3,556	3,556
Business, Cost Estimating, & Financial Management	3,877	1,817	1,488	205	7,387
Contracting	9,632	5,076	6,762	4,568	26,038
Facilities Engineering	933	3,440	4	17	4,394
Industrial/Contract Property Management	114	58	22	287	481
Information Technology	2,432	747	1,012	232	4,423
Life Cycle Logistics	6,545	4,219	1,700	140	12,604
Production, Quality & Manufacturing	2,083	1,960	326	3,995	8,364
Program Management	4,117	3,699	3,936	675	12,427
Other	319	580	131	140	1,170
SPRDE - Science & Technology Management	145	205	30	103	483

Defense Acquisition Workforce

Human Capital Fact Sheet

Defense Acquisition Workforce ¹	Civilian (Civ) Workforce	Military (Mil) Workforce		Defense Acquisition Workforce
Size & Composition				
FY07 Workforce Size	111 797	14 232		126 033*
FY13 Planned/Budgeted Size	112 294	15 245		127 539
Change in size 2001-2007				-2 5%
Change in size 2005-2007	-6%	-8%		-7%
Civilian/Military Composition	89%	11%		89%/11%
Educational Attainment				
Bachelor's Degree or Higher	78%	85%		78%
Graduate Degree	29%	45%		31%
Certification (Cert)				
Level I or Higher	68%	65%		68%
Level II or Higher	60%	42%		58%
Level III	36%	19%		34%
Position Cert Requirement Met	57%	45%		56%
Planning Considerations				
% Baby Boomer/Silent Generations	73%	18%		
Average Age	47.3	36.3		46.1
Workforce Life-Cycle Model % Future/Mid-Career/Senior	36/34/30(%)			
Average Years of Service	18.5	13.5		
Retirement Eligible (FY07)	20 012 (17.9%)			
Retirement Eligible w/ 5 Years	22 511 (20.1%)			
Gains/Retirements/Other Losses	8134/3222/5277			
Training Statistics				Total
FY07 DAU Course Graduates (Classroom)				33 191
FY07 DAU Course Graduates (Web)				90 600
FY07 DAU Continuous Learning Module Completions				244 072

* There are 4 null records for Mil/Civ in the AT&I Workforce Data Mart

Defense Acquisition Workforce (Civilian + Military) Historical Count

AT&L Workforce by Functional Career Field	2001	2002	2003	2004	2005	2006	2007	2001 to 2007 Change (#)	2001 to 2007 Change (%)
Program Management	14,031	14,302	12,026	13,306	12,281	12,775	12,427	-1,604	-11.4%
Contracting (Career Field 1102s +)	25,413	27,884	26,987	26,248	26,025	27,742	26,038	625	2.5%
Industrial/Contract Property Management	620	653	656	674	571	530	481	-139	-22.4%
Purchasing	4,121	3,043	3,058	2,820	2,438	1,877	1,170	-2,951	-71.6%
Facilities Engineering	0	2,111	8,957	9,143	8,356	3,927	4,394	4,394	New
Production Quality & Man	10,547	9,888	9,296	9,280	9,397	8,966	8,364	-2,183	-20.7%
Business, Cost Estimating & Financial Management	10,279	10,252	8,404	8,189	8,119	7,608	7,387	-2,892	-28.1%
Life Cycle Logistics	11,060	11,145	11,711	11,121	12,493	12,331	12,604	1,544	14.0%
Information Technology	5,612	6,139	5,330	5,522	5,472	4,842	4,423	-1,189	-21.2%
SPRDE – Systems Engineering	34,899	34,620	33,711	35,080	34,752	35,142	34,710	-189	-0.5%
SPRDE – S&T Manager	0	165	210	257	314	291	483	483	New
Test & Evaluation	5,113	6,197	6,802	7,192	7,384	7,280	7,419	2,306	45.1%
Auditing	3,457	3,531	3,481	3,508	3,536	3,486	2,852	-605	-17.5%
Unknown/Other	4,097	2,663	4,002	2,199	3,232	1,645	3,281	-816	-19.9%
TOTAL	129,249	132,593	134,431	134,539	134,370	128,242	126,033	-3,216	-2.5%

Source: AT&L Workforce Data Mart

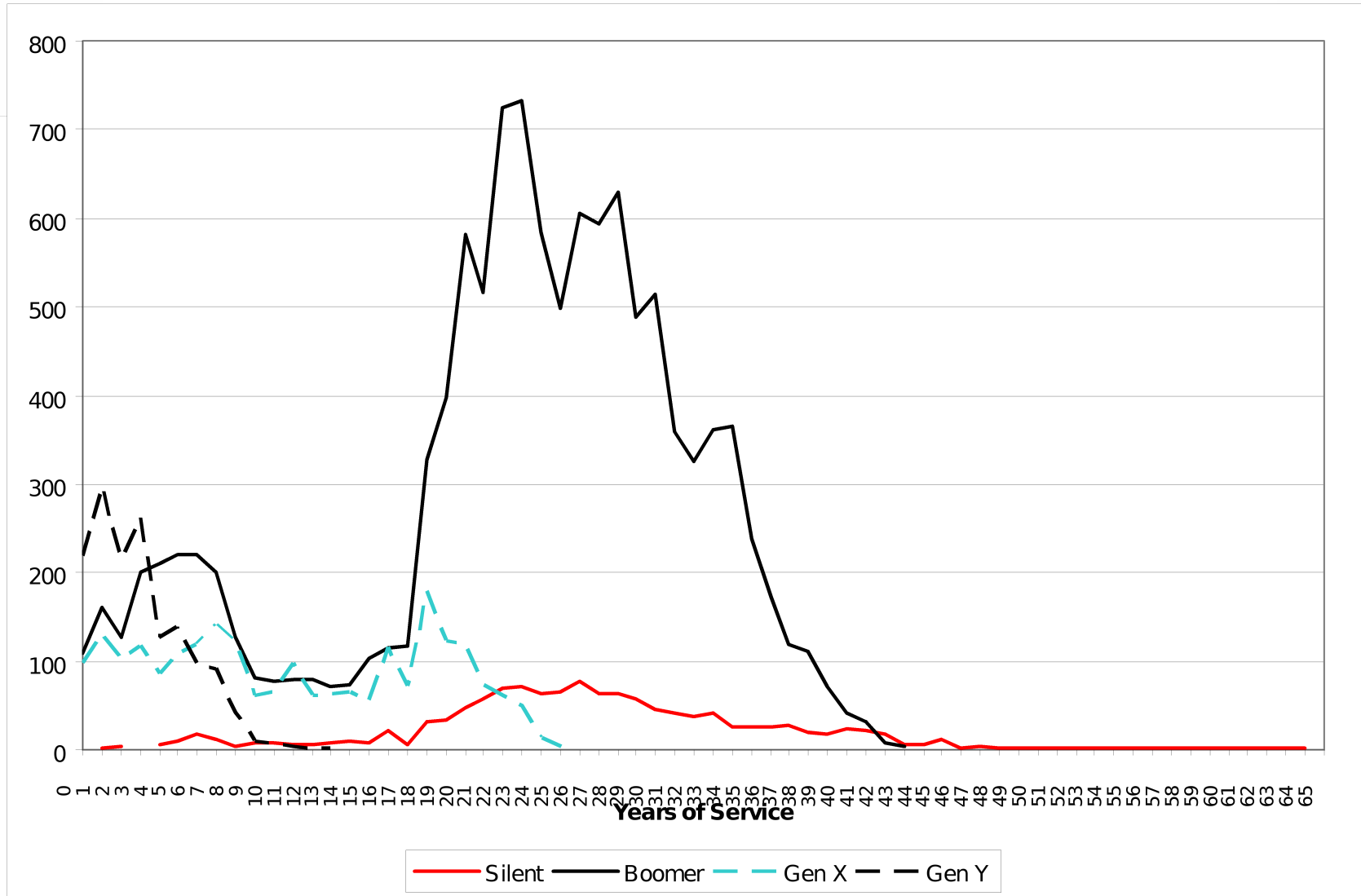
Defense Acquisition Workforce

Composition by Career Field

Defense Acquisition Workforce (End of FY07) Acquisition Critical Mission Functions	Total	Total %	Civ	Mil	Civ	Mil
BCEFM	7,387	5.9%	7,137	250	96.6%	3.4%
Contracting	26,038	20.7%	22,515	3,523	86.5%	13.5%
Life Cycle Logistics	12,604	10.0%	11,664	940	92.5%	7.5%
Program Management	12,425	9.9%	7,937	4,488	63.9%	36.1%
Production, Quality and Manufacturing	8,364	6.6%	7,730	634	92.4%	7.6%
SPRDE Systems Engineering	34,709	27.5%	32,591	2,118	93.9%	6.1%
Test and Evaluation	7,419	5.9%	5,620	1,799	75.8%	24.2%
Other	17,087	13.6%	16,603	484	97.2%	2.8%
Total	126,033	100.0%	111,797	14,236	88.7%	11.3%

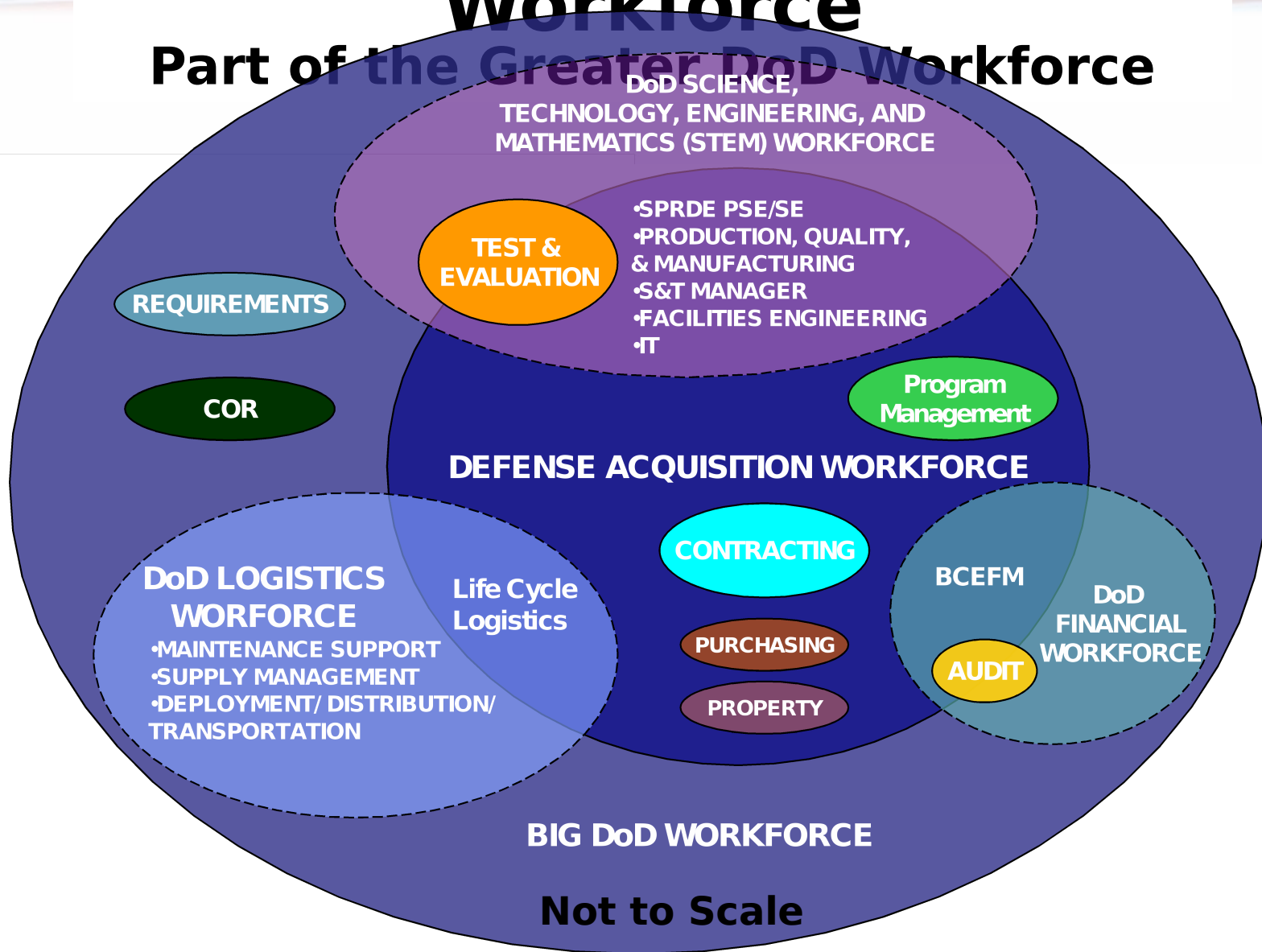
Note 1: 4 records being resolved to career field included in military "other" count

Defense Acquisition Workforce



Defense Acquisition Workforce

Part of the Greater DoD Workforce



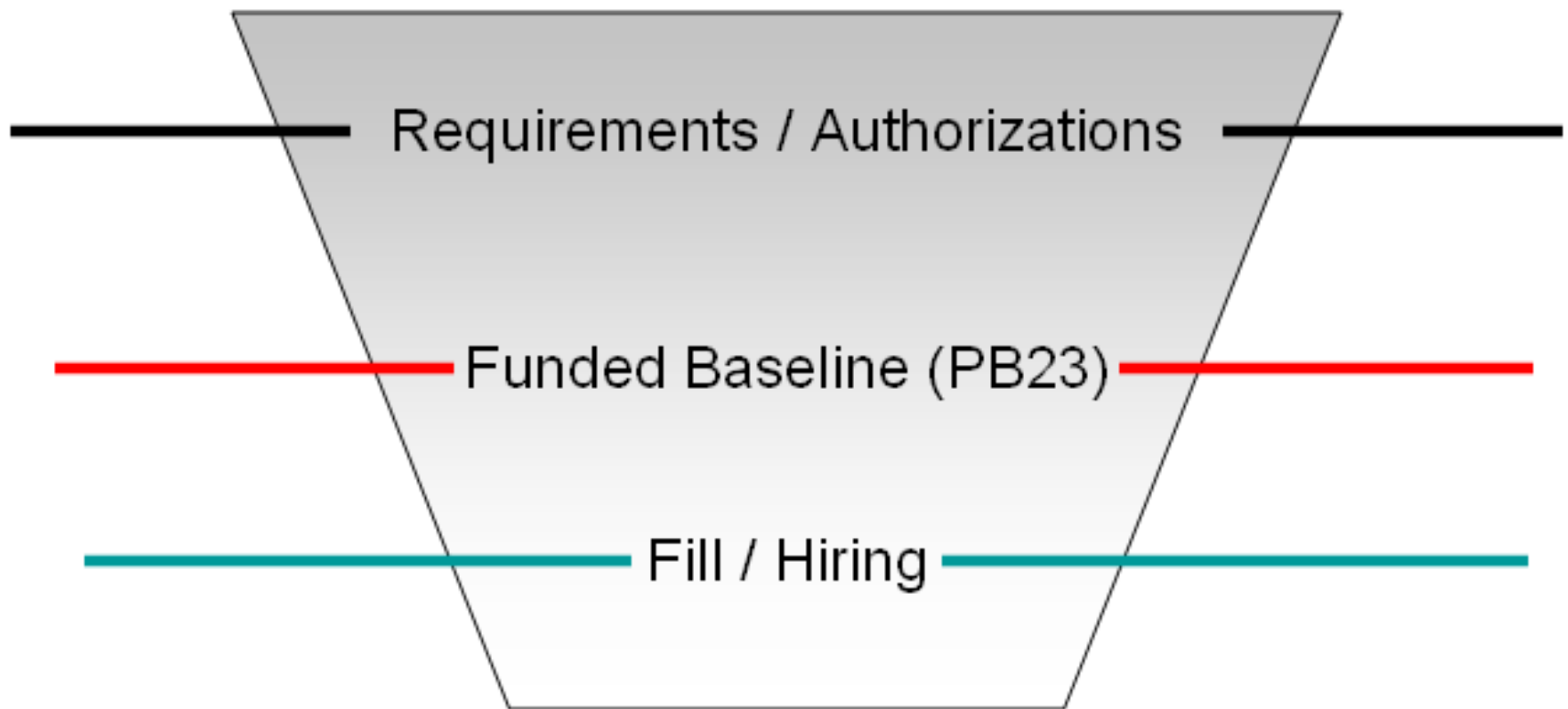
Defense Acquisition Workforce

Defense Acquisition Workforce Career Fields - Acquisition Mission Critical Occupations	Per AT&L Position Category Description (PCD), Typical Occ Series (Frequency Rank - Top Five Series)	DoD Mission Critical Occ Series #	DoD Mission Critical Occ Series
Business, Cost Estimating and Financial Management (Top 5 Occ Series 87% of count)	0110, 0301, 0343(1), 0501(2), 0505, 0510(4), 0560(3), 08XX, 1101, 1515(5), 1520, 1530	0501, 0510, 0511, 0560	Financial Management
Contracting	1102(1) [Not on PCD 0810(2), 1101(3), 0801(4), 0301(5)]	1102	Contracting
Life Cycle Logistics	0301(3), 0340, 0343, 0346(1), 0801, 1101, 1515, 1670(2), 2001, 2003(5), 2010(4), 2032, 2101, 2130	0346	Logistics Management
Program Management	0340(1), 0343(4), 06XX, 08XX[0801(5)], 1101(3), 13XX, 1515 [Not on PCD 0301(2)]	none	none
Production, Quality and Manufacturing (OA Career Path)	0018, 0028, 0414, 0660, 08XX [0801(4)], 13XX, 15XX, 1910(1) [Not on PCD 1101(2), 1150(3), 1152(5)]	1910	Quality Assurance
Systems Planning, Research, Development and Engineering	0180, 04XX, 08XX [0855(1), 0830(2), 0801(3), 0861(4), 0854(5)], 13XX, 15XX	0801, 0810 0854, 0855, 1301, 1520, 1550	Engineering & Scientific
Test & Evaluation	08XX[0855(1), 0801(2), 0830(3), 0861(4), 0854(5)], 13XX, 15XX, 2210	0801, 0810 0854, 0855, 1301, 1520, 1550	Engineering & Scientific

Defense Acquisition Workforce

Addressing “How Many?”

Workforce Planning Dynamics

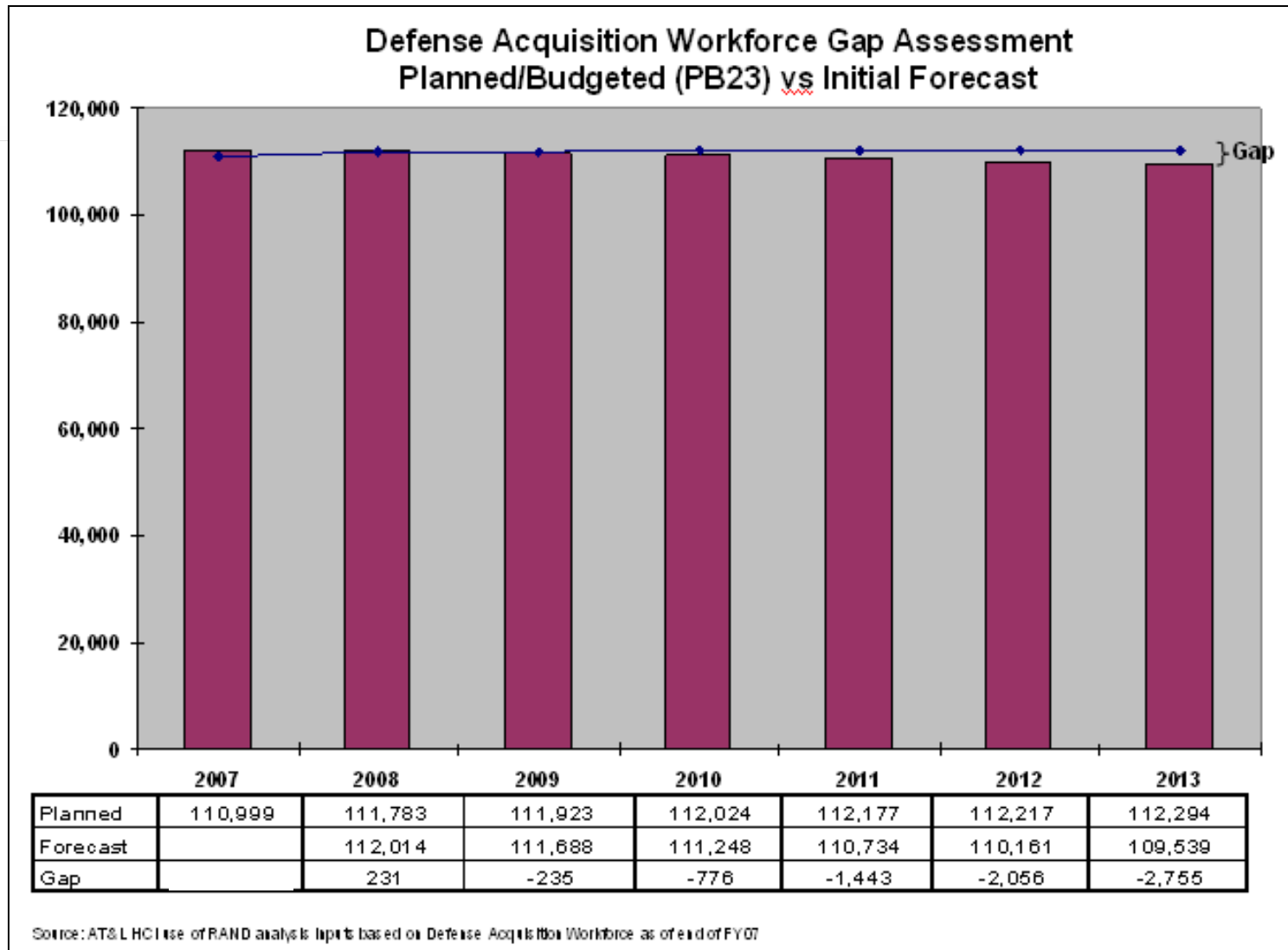


Defense Acquisition Workforce

Addressing “How Many?” - The PB23

All Defense Acquisition Workforce	Resource Type (PB23) (Jan08 submission)	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	% Change FY07 to FY13
ARMY	Civilian FTEs	41,816	41,816	41,816	41,816	41,816	41,816	41,816	0.0%
ARMY	Military End Strength	1,770	1,770	1,770	1,770	1,770	1,770	1,770	0.0%
NAVY	Civilian FTEs	35,123	35,225	35,154	35,309	35,420	35,485	35,553	1.2%
NAVY	Military End Strength	4,019	3,821	3,801	3,820	3,842	3,863	3,883	-3.4%
USMC (DON)	Civilian FTEs	973	1,076	1,125	1,177	1,231	1,287	1,345	38.2%
USMC (DON)	Military End Strength	736	754	771	791	813	834	854	16.0%
USAF	Civilian FTEs	15,550	15,737	15,682	15,592	15,557	15,507	15,499	-0.3%
USAF	Military End Strength	8,633	8,445	8,239	8,208	8,203	8,203	8,203	-5.0%
4th Estate	Civilian FTEs	17,537	17,929	18,146	18,130	18,153	18,122	18,081	3.1%
4th Estate	Military End Strength	519	535	535	535	535	535	535	3.1%
Total Civ	Civilian FTEs	110,999	111,783	111,923	112,024	112,177	112,217	112,294	1.2%
Total Mil	Military End Strength	15,677	15,325	15,116	15,124	15,163	15,205	15,245	-2.8%
Total		126,676	127,108	127,039	127,148	127,340	127,422	127,539	0.7%

Defense Acquisition Workforce





Defense Acquisition Workforce

Addressing “How Many?” - Forecasting into Future

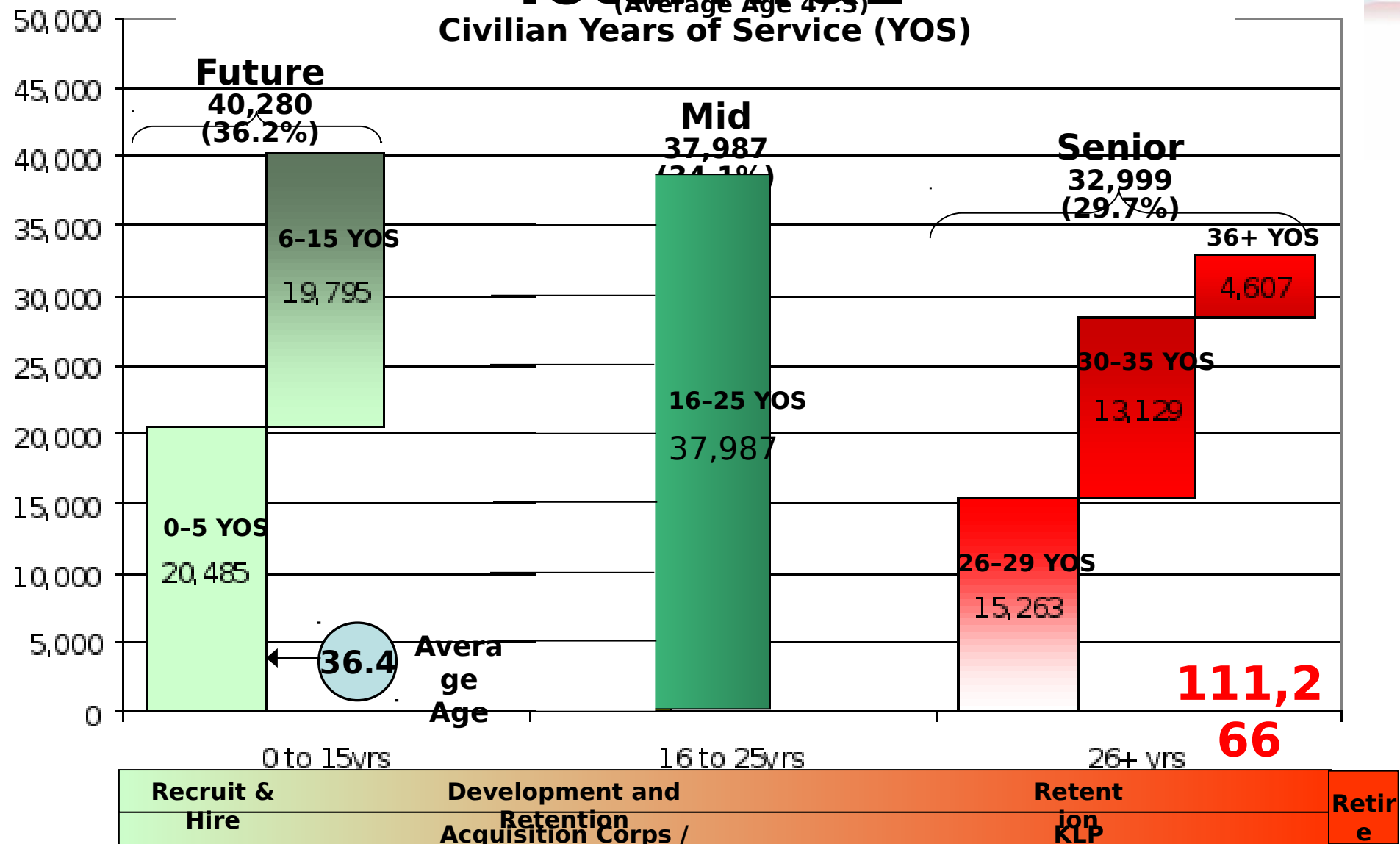
Defense Acquisition Workforce Career Field	Change in Workforce Inventory Projection for FY2013 (Civilian) (Base Year FY2007)		
	Direction	3 Year Gain/Loss Average	5 Year Gain/Loss Average
BCEEM	Decrease	-2.5%	-5.2%
CON	Decrease	-13.1%	-13.1%
ICI	Increase	6.6%	3.9%
PM	Increase	15.4%	11.9%
PQM	Decrease	0.0%	-3.0%
SPRDE	Increase	1.9%	3.1%
TE	Increase	10.6%	12.4%

Workforce Life-Cycle Model

Total AT&L

(Average Age 47.5)

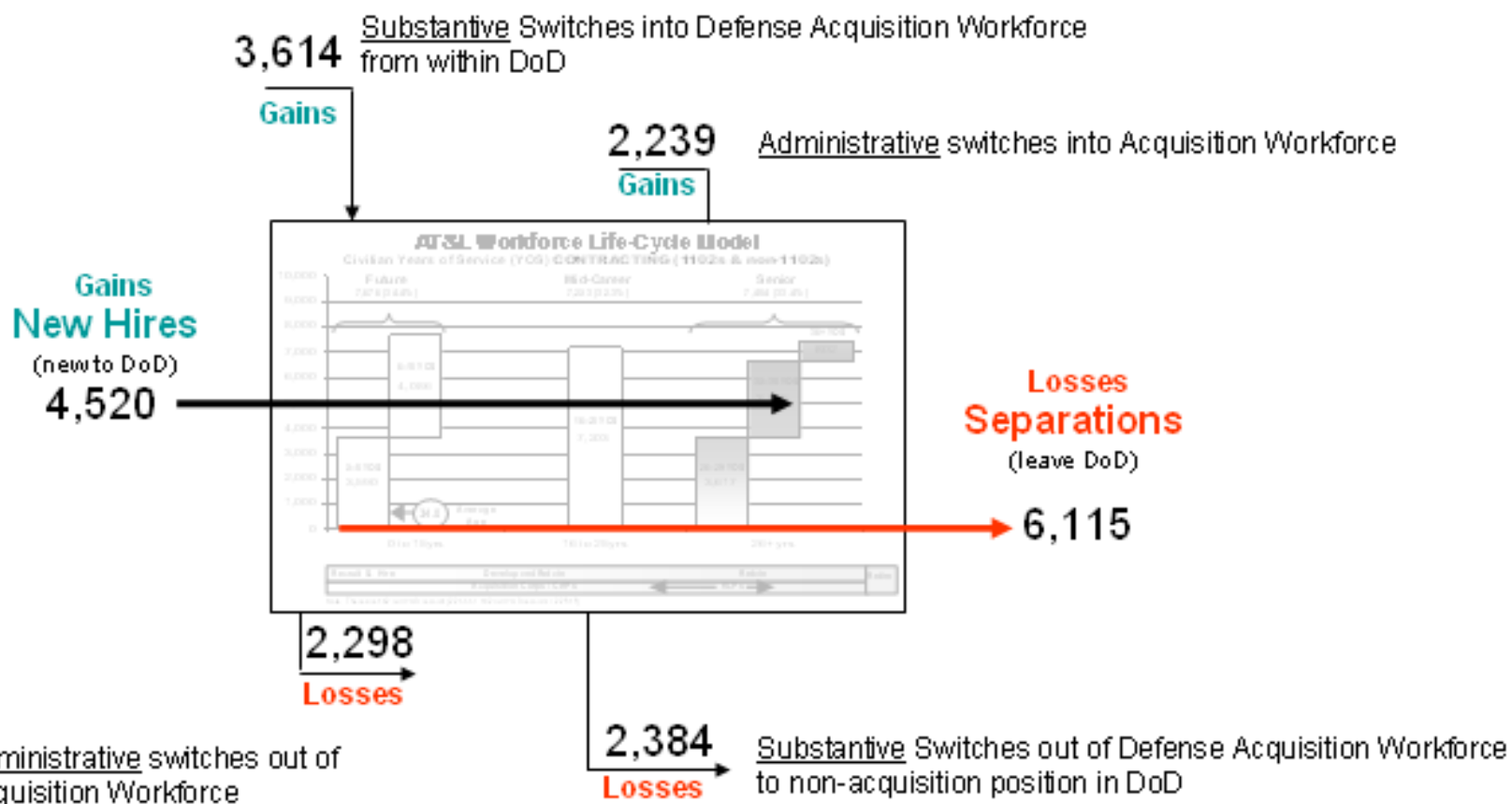
Civilian Years of Service (YOS)



Note: There are 903 null YOS records (111,266 + 903 null YOS records = 112,169)

Defense Acquisition Workforce

Defense Acquisition Civilian Workforce New Hires, Switch In/Out, Separations (FY07)



Defense Acquisition Workforce

Gains & Losses (Switches/Transfers In & Out of Workforce)

Substantive Switches						
Acq Career Field	FY02	FY03	FY04	FY05	FY06	FY07
PM In	1,096	593	919	576	764	886
PM Out	439	599	475	358	386	698
SPRDE In	1,067	583	1,108	521	624	971
SPRDE Out	549	543	891	450	634	1,066
Qual In	239	337	1,056	514	381	464
Qual Out	338	224	296	248	302	255
Test & Eval In	222	175	214	186	172	306
Test & Eval Out	125	172	153	94	141	241
Lifecycle Log In	599	465	723	676	586	711
Lifecycle Log Out	265	318	345	233	347	473
BCEFM In	703	571	532	477	489	514
BCEFM Out	200	361	414	237	322	540
Contracting In	677	548	736	703	739	670
Contracting Out	428	292	423	297	379	699
1102 In	528	461	533	611	595	574
1102 Out	340	242	379	282	315	399
Total In (MCO 7)	4,603	3,272	5,288	3,653	3,755	4,522
Total Out (MCO 7)	2,344	2,509	2,997	1,917	2,511	3,972
Net of Total In/Out	2,259	763	2,291	1,736	1,244	550

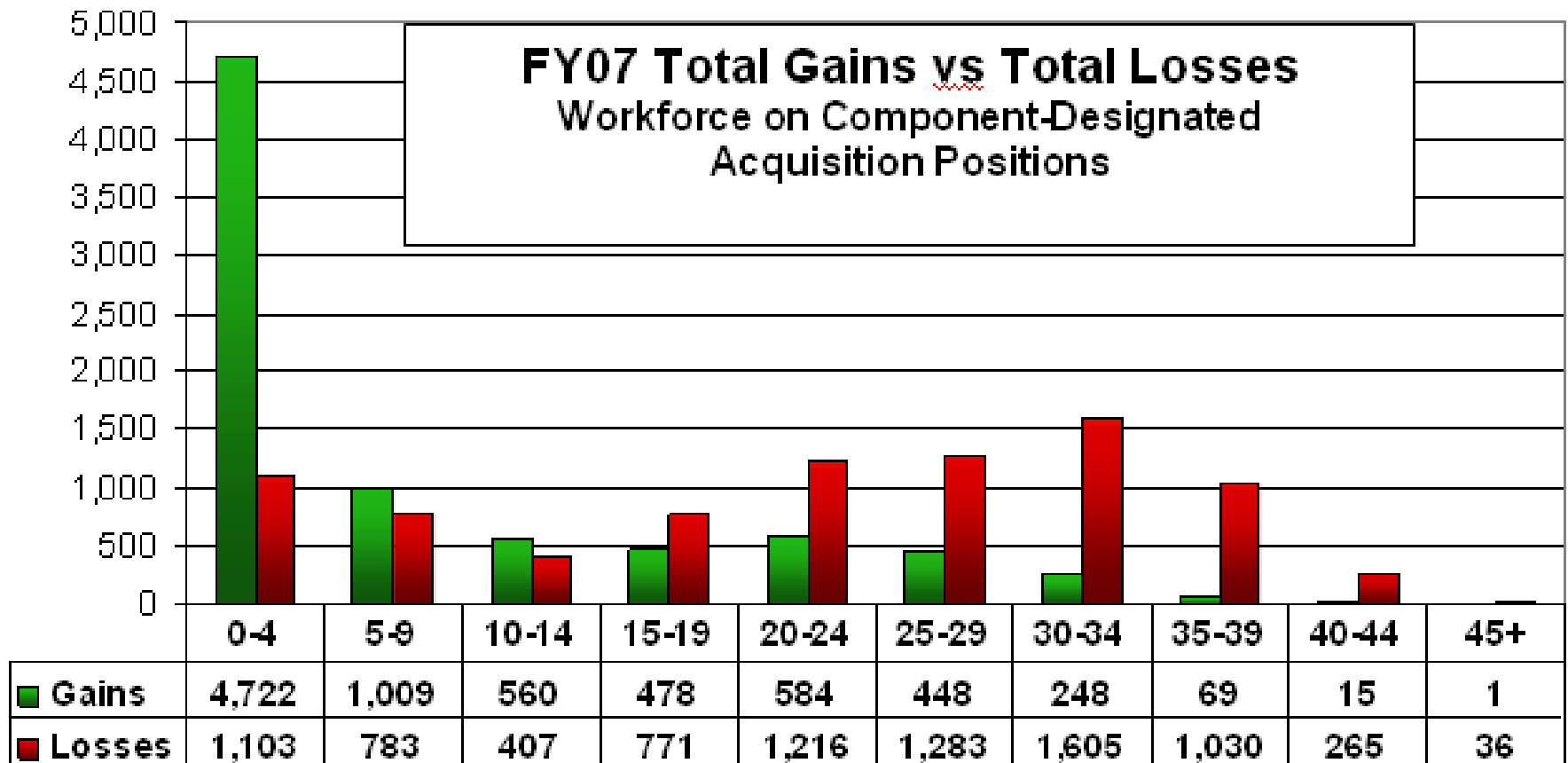
Note: 1102s included in Contracting

Administrative Switches						
Acq Career Field	FY02	FY03	FY04	FY05	FY06	FY07
PM In	2,145	401	462	853	1,605	463
PM Out	1,093	1,015	377	810	1,204	655
SPRDE In	8,709	2,066	1,439	1,787	2,853	1,054
SPRDE Out	2,919	1,629	889	1,263	2,158	1,234
Qual In	980	1,413	1,120	1,116	516	1,256
Qual Out	2,400	224	212	388	1,369	501
Test & Eval In	1,238	406	294	516	431	221
Test & Eval Out	319	257	224	325	738	188
Lifecycle Log In	2,031	776	1,291	1,584	742	457
Lifecycle Log Out	395	730	303	285	737	250
BCEFM In	2,323	1,275	415	596	836	242
BCEFM Out	293	508	223	349	1,108	380
Contracting In	2,798	1,457	475	1,069	2,937	448
Contracting Out	1,811	313	274	512	1,217	1,100
1102 In	1,193	1,166	115	452	262	143
1102 Out	1,085	78	105	85	160	524
Total In (MCO 7)	20,224	7,794	5,496	7,521	9,920	4,141
Total Out (MCO 7)	9,230	4,676	2,502	3,932	8,531	4,308
Net of Total In/Out	10,994	3,118	2,994	3,589	1,389	-167

Note: 1102s included in Contracting

Defense Acquisition Workforce

FY07 Total Gains vs Total Losses
Workforce on Component-Designated Acquisition Positions



Source: HCI graph based on RAND analysis using end of FY07 data from DMDC

Defense Acquisition Workforce

Gains & Losses to Workforce (Excluding Administrative Gains & Losses)

	0-14 Years of Svc			15-24 Years of Svc			25+ Years of Svc			0-24 YOS	
	Gains	Losses		Gains	Losses		Gains	Losses		Gains	Losses
BCEFM	60.7%	24.1%		24.1%	26.6%		15.2%	49.3%		84.8%	50.7%
CON	80.6%	28.7%		12.1%	24.3%		7.2%	46.9%		92.7%	53.0%
LOG	71.0%	24.1%		15.6%	23.6%		13.5%	52.3%		86.6%	47.7%
PM	50.0%	23.8%		29.8%	29.5%		20.3%	46.7%		79.8%	53.3%
T&E	73.0%	40.4%		18.9%	31.0%		8.1%	28.6%		91.9%	71.4%
SPRDE	77.1%	35.9%		16.9%	27.2%		6.0%	36.8%		94.0%	63.1%
Qual	52.5%	14.4%		24.2%	27.8%		23.3%	57.8%		76.7%	42.2%

Defense Acquisition Workforce

Gains & Losses to Workforce (Excluding Administrative Gains & Losses) Defense Acquisition Workforce Turnover (Civilians)

(initially using prior end of prior FY as baseline)

Test & SPRDE
Rank #5, #6

A-MCO	Total Turnover			
	FY05	FY06	FY07	Rank
RCEEM	8.9%	10.3%	12.3%	1
POM	9.2%	9.8%	10.8%	2
IC4OG	8.0%	9.5%	9.4%	3
CON	7.3%	7.6%	9.1%	4
TEST	7.3%	6.8%	8.3%	5
SPRDE	5.6%	6.5%	7.1%	6
PM	10.4%	10.1%	5.9%	7

But Cohort Analysis Reveals Different Ranking...

Test & SPRDE
Rank #1, #2

WLM - Future (Early Career)

WLM - Mid Career

WLM - Senior Career

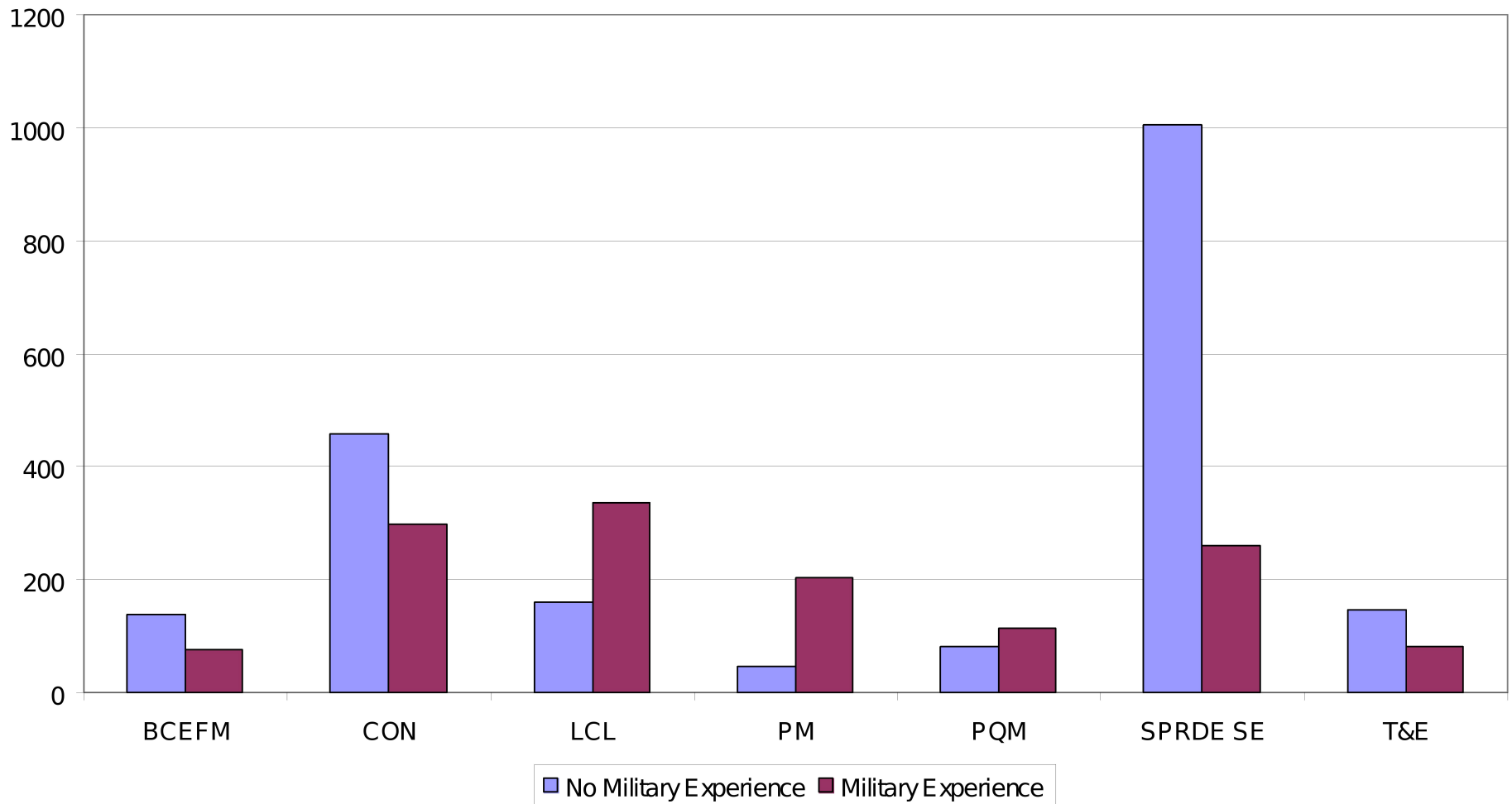
A-MCO	WLM - Future Turnover			
	FY05	FY06	FY07	Rank
TEST	13.2%	11.1%	16.1%	1
SPRDE	9.2%	10.5%	10.8%	2
RCEEM	3.5%	5.6%	7.3%	3
CON	5.2%	6.0%	7.0%	4
IC4OG	3.1%	4.0%	5.6%	5
POM	3.0%	3.6%	3.2%	6
PM	4.8%	4.7%	3.0%	7

A-MCO	WLM - Mid Career Turnover			
	FY05	FY06	FY07	Rank
TEST	8.0%	8.2%	12.4%	1
SPRDE	6.1%	6.2%	8.2%	2
RCEEM	6.2%	7.1%	8.1%	3
POM	6.6%	6.3%	6.3%	4
CON	6.3%	5.6%	6.1%	5
IC4OG	5.6%	5.5%	5.5%	6
PM	9.3%	8.8%	2.7%	7

A-MCO	WLM - Senior Career Turnover			
	FY05	FY06	FY07	Rank
RCEEM	12.1%	12.7%	15.0%	1
POM	11.0%	11.9%	13.0%	2
CON	10.2%	10.4%	12.2%	3
IC4OG	10.6%	13.8%	12.1%	4
TEST	13.1%	12.4%	11.4%	5
SPRDE	10.5%	11.8%	11.1%	6
PM	13.0%	12.6%	9.5%	7

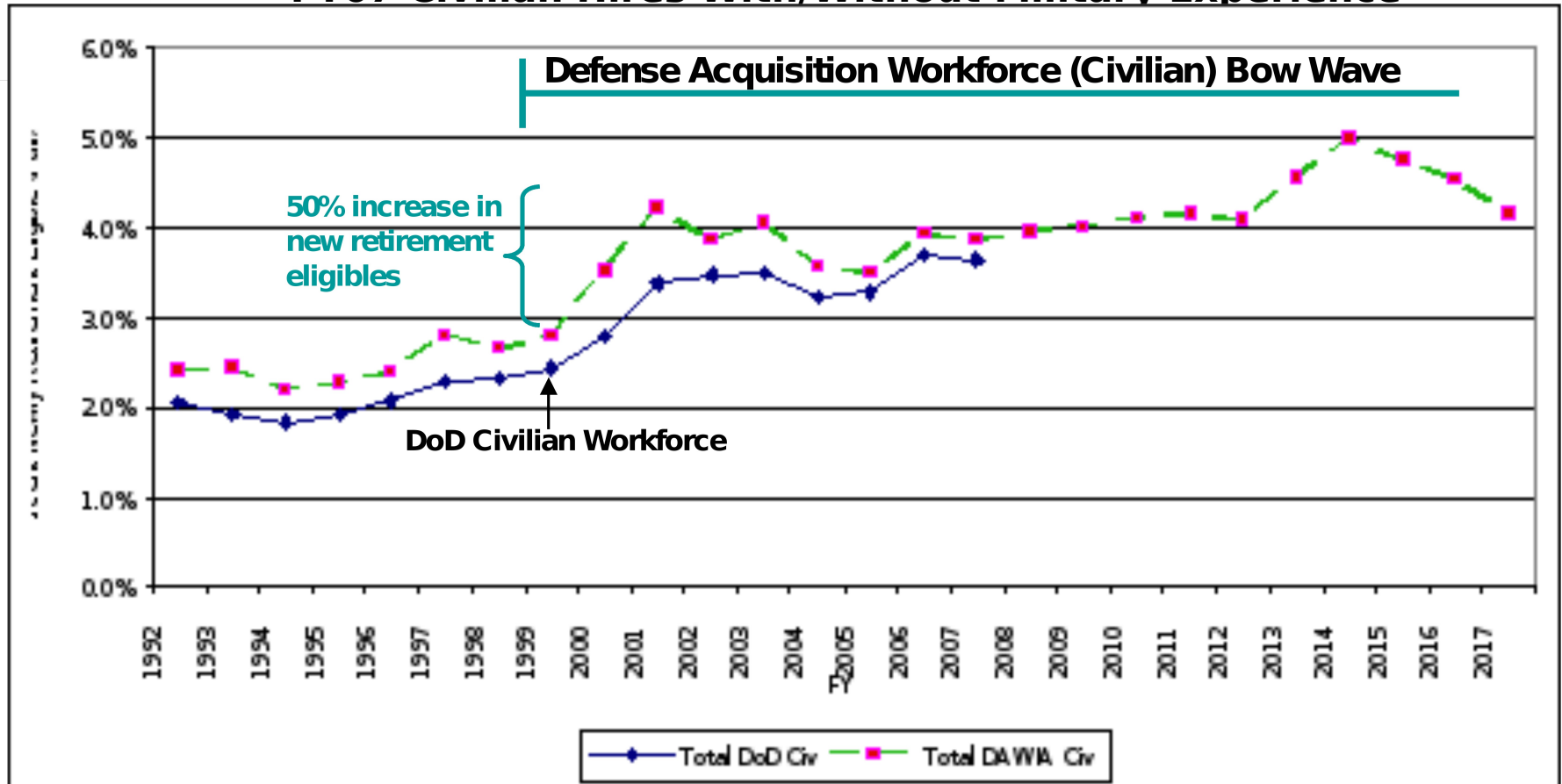
Defense Acquisition Workforce

EX07 Civilian Hires With/Without Military Experience



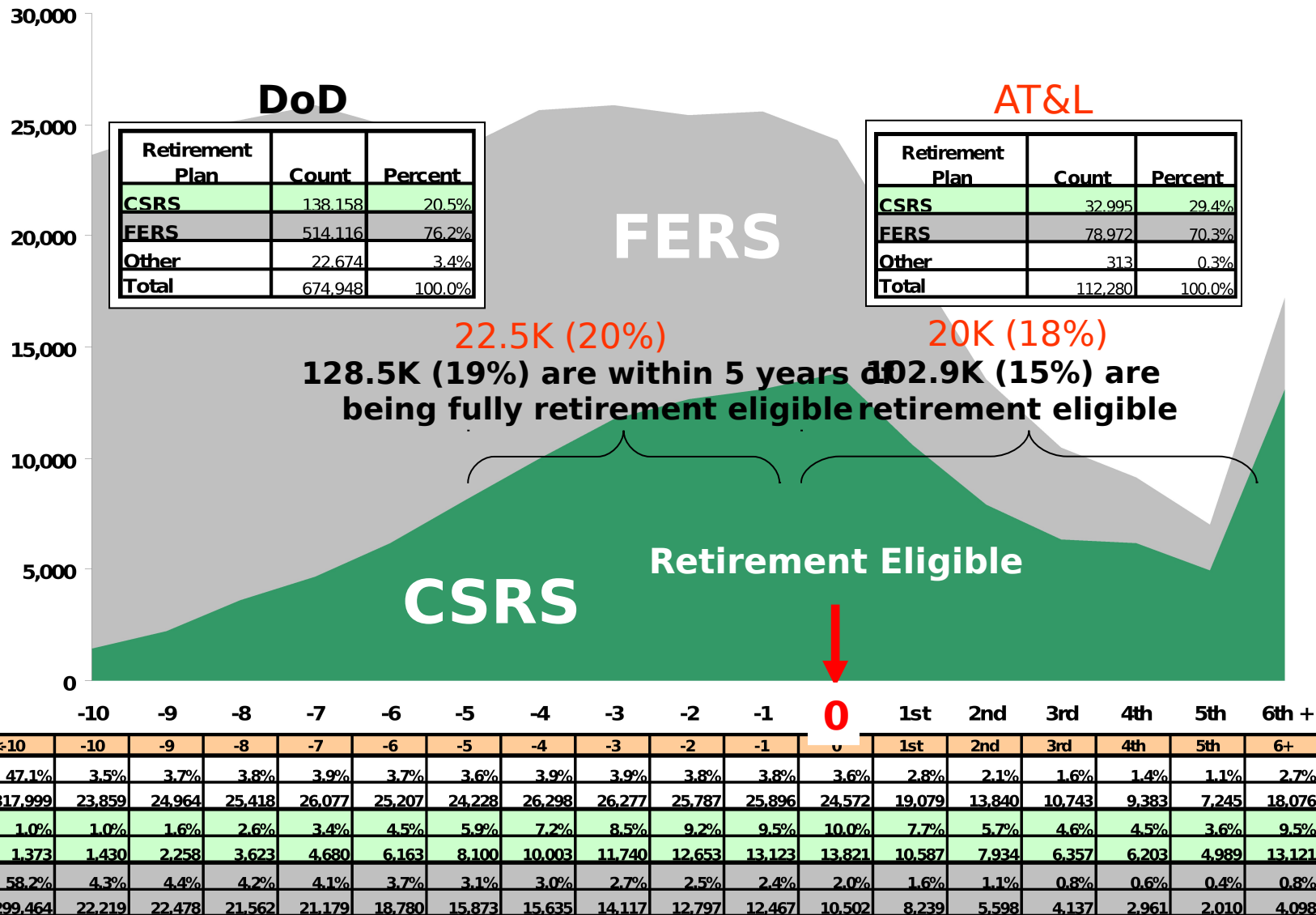
Defense Acquisition Workforce

FY07 Civilian Hires With/Without Military Experience



DoD Civilian Workforce - Retirement Risk

All DoD Civilians (CSRS + FERS) (as of End of FY07)

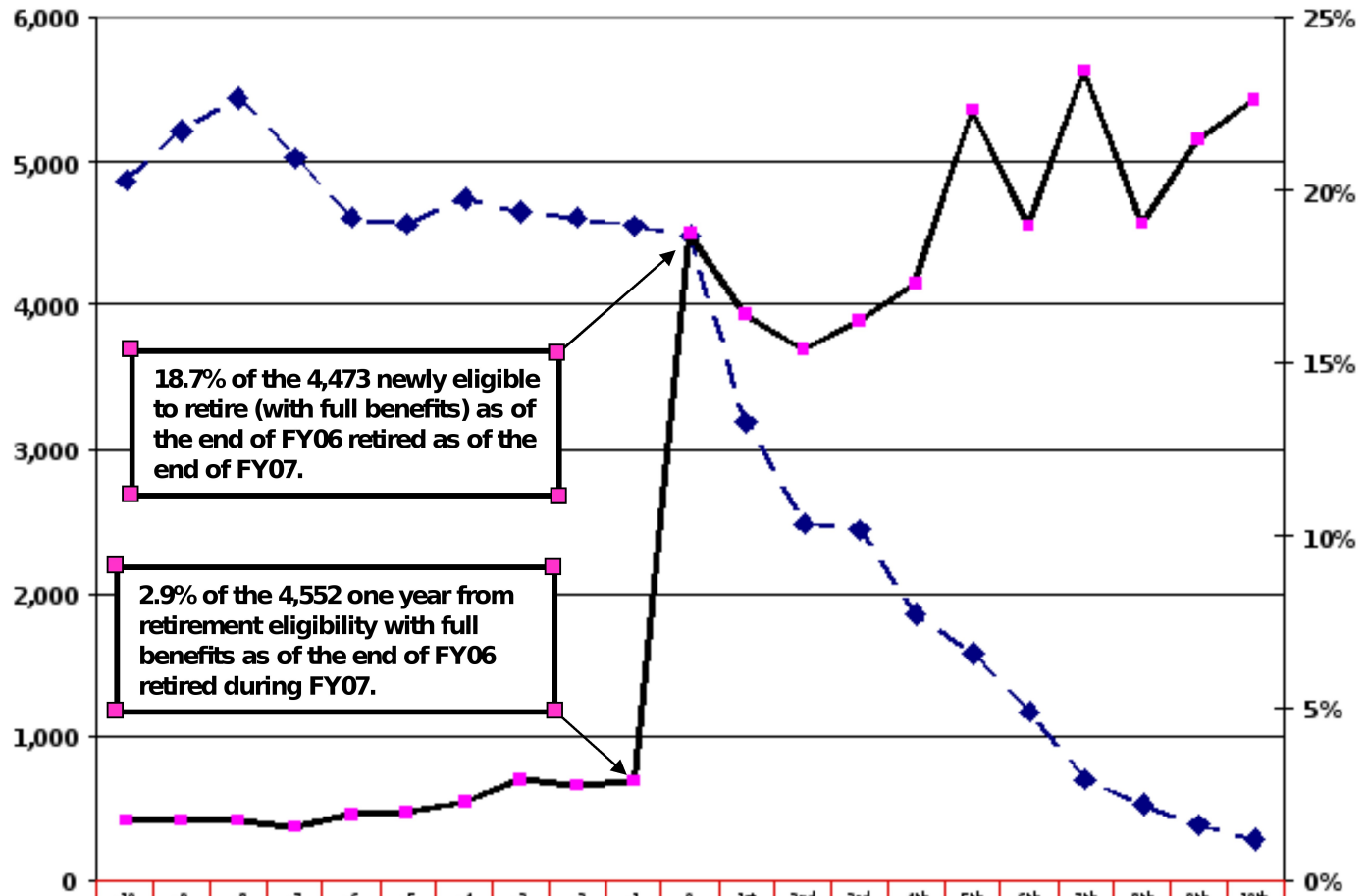


Source: AT&L

graph based on RAND analysis data from DMDC EOFY07 Civ Personnel Master File Appropriated Funds

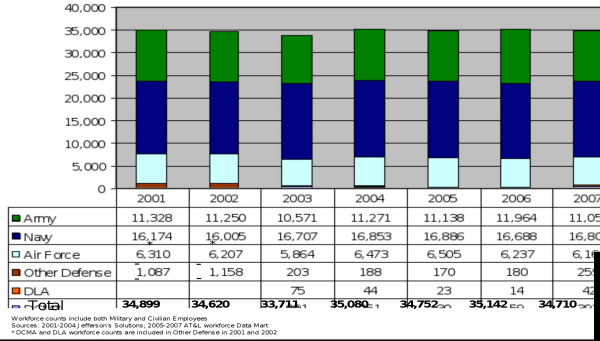
Defense Acquisition Workforce

Retirement Eligibility End of FY06 vs Experienced FY07 Separation Rates



History

SPRDE-SE Career Field Workforce Count (2001-2007)



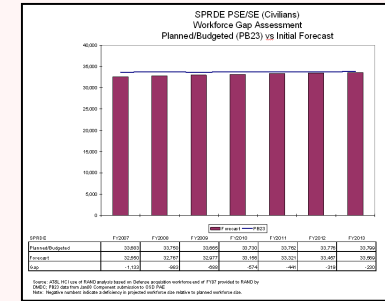
Draft

Defense Acquisition Workforce
Systems Planning, Research and
Development, Engineering
Dashboard

Today

Future

SPRDE	ResourceType (PB23) (Jan08 submission)	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	% Change FY07 to FY13
ARMY	Civilian FTE	10,746	10,746	10,746	10,746	10,746	10,746	10,746	0%
ARMY	Military End Strength	109	109	109	109	109	109	109	0%
NAVY	Civilian FTE	17,077	16,988	16,872	16,930	16,964	16,980	16,996	0%
NAVY	Military End Strength	352	342	342	343	344	345	345	-2%
USMC (DON)	Civilian FTE	196	215	224	234	244	255	266	36%
USMC (DON)	Military End Strength	33	34	35	36	37	38	39	15%
USAF	Civilian FTE	4,374	4,434	4,454	4,454	4,454	4,437	4,434	1%
USAF	Military End Strength	1,768	1,768	1,751	1,749	1,748	1,748	1,748	-2%
4th Estate	Civilian FTE	1,290	1,367	1,367	1,366	1,359	1,358	1,357	5%
4th Estate	Military End Strength	36	41	41	41	41	41	41	14%
Total Civ	Civilian FTE	33,683	33,750	33,665	33,730	33,762	33,776	33,799	0%
Total Mil	Military End Strength	2,318	2,230	2,276	2,275	2,281	2,281	2,281	-2%
Total		36,001	36,001	35,941	36,006	36,041	36,057	36,080	0%

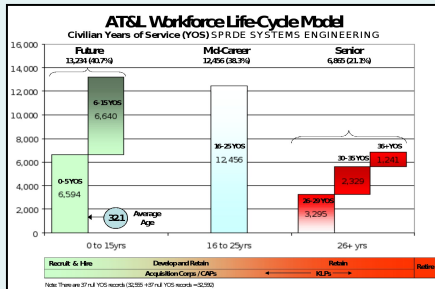
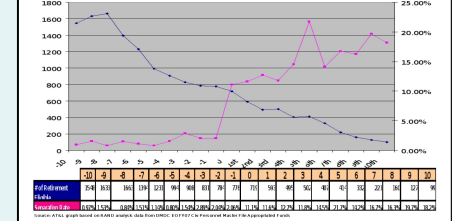


Defense Acquisition Workforce (End of FY07) Acquisition Critical Mission Function: Systems Planning, Research Development, & Engineering	Total	Total%	Civ	Mil	Civ	Mil
Army	11,050	31.8%	10,943	270	99.0%	1.0%
Navy	16,625	47.9%	16,417	1,136	98.7%	1.3%
Marine Corps	179	0.5%	164	104	91.6%	8.4%
Air Force	6,162	17.8%	4,374	2,013	71.0%	29.0%
DCMA	393	1.1%	393	Note1	100.0%	
DLA	42	0.1%	42	Note1	100.0%	
MDA	135	0.4%	135	Note1	100.0%	
Other 4th Estate	124	0.4%	124	Note1	100.0%	
Total	34,710	100.0%	32,592	3,523	93.9%	6.1%

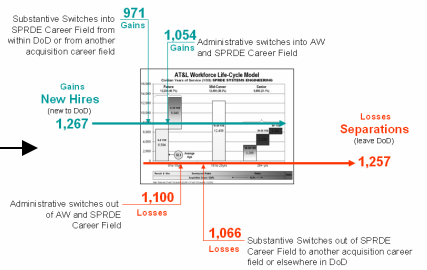
Note 1: Military reported as part of Service Count

Defense Acquisition Workforce - Systems Planning, Research, Development, and Engineering - Systems Engineering ¹	Civilian (Civ) SPRDE-SE Workforce	Military (Mil) SPRDE-SE Workforce	Total SPRDE-SE Workforce (Civ + Mil)	Defense Acquisition Workforce
Size & Composition				
FY07 Workforce Size	32,592	2,118	34,710	126,033
FY13 Planned/Budgeted Size	33,866	2,308	36,174	127,539
Change in size 2001-2007	-0.5%	-2.5%	-0.5%	-2.5%
Change in size 2005-2007	-0.1%	-1.0%	0%	-7%
Civilian/Military Composition	94%	6%		87%13%
Educational Attainment				
Bachelor's Degree or Higher	97%	96%	97%	78%
Graduate Degree	36%	45%	37%	31%
Certification (Cert)				
Level I or Higher	76%	56%	74%	68%
Level II or Higher	69%	22%	66%	58%
Level III	57%	7%	53%	34%
Position Cert Requirement Met	65%	29%	63%	56%
Planning Considerations				
% Baby Boomer/Silent Generations	64%	10%	-	73% (Civ)
Average Age	44.8	32.4	43.9	46.1
Workforce Life-Cycle Model	41/38/21 (%)			36/34/30 (%)
% Future/Mid-Career/Senior				
Average Years of Service	17	8.9	16.5	18
Retirement Eligible (FY07)	4,295 (13%)			
Retirement Eligible w/ 5 Years	4,617 (14%)			
Gains/Retirements/Other Losses	2238/595/1728			8134/3222/5277
Training Statistics				
FY07 DAU Course Graduates (Classroom)		5,076		33,191
FY07 DAU Course Graduates (Web)		10,640		90,600
FY 07 DAU Continuous Learning Module Completions		12,050		244,072

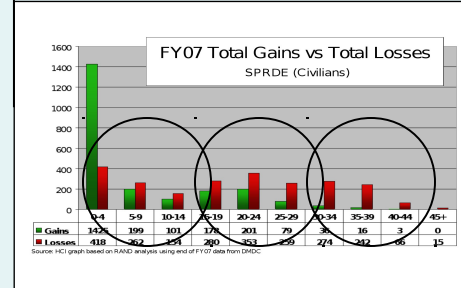
Retirement Eligible vs. FY2007 Separation Rate
Systems, Planning, Research Development, & Engineering
Civilian Workforce



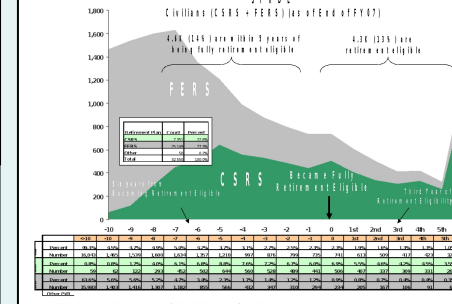
Defense Acquisition SPRDE Civilian Workforce
New Hires, Switch In/Out, Separations (FY07)



	Gains	New Hire	Switch In	Total Gains	New Hire %	Switch In %	Gains %
Future	1,267	1,267	0	1,267	100.0%	0.0%	100.0%
Mid-Career	1,054	1,054	0	1,054	100.0%	0.0%	100.0%
Senior	1,257	1,257	0	1,257	100.0%	0.0%	100.0%
Total	3,581	3,581	0	3,581	100.0%	0.0%	100.0%



Defense Acquisition Workforce - Retirement Risk
SPRDE Civilian (Civilians + PSESE) (as of FY07)





Example Decisions Areas

1. Recruiting & Hiring
2. Training & Development
3. Retention & Recognition
4. _____
5. _____
6. _____



2009

2015

2020

2030

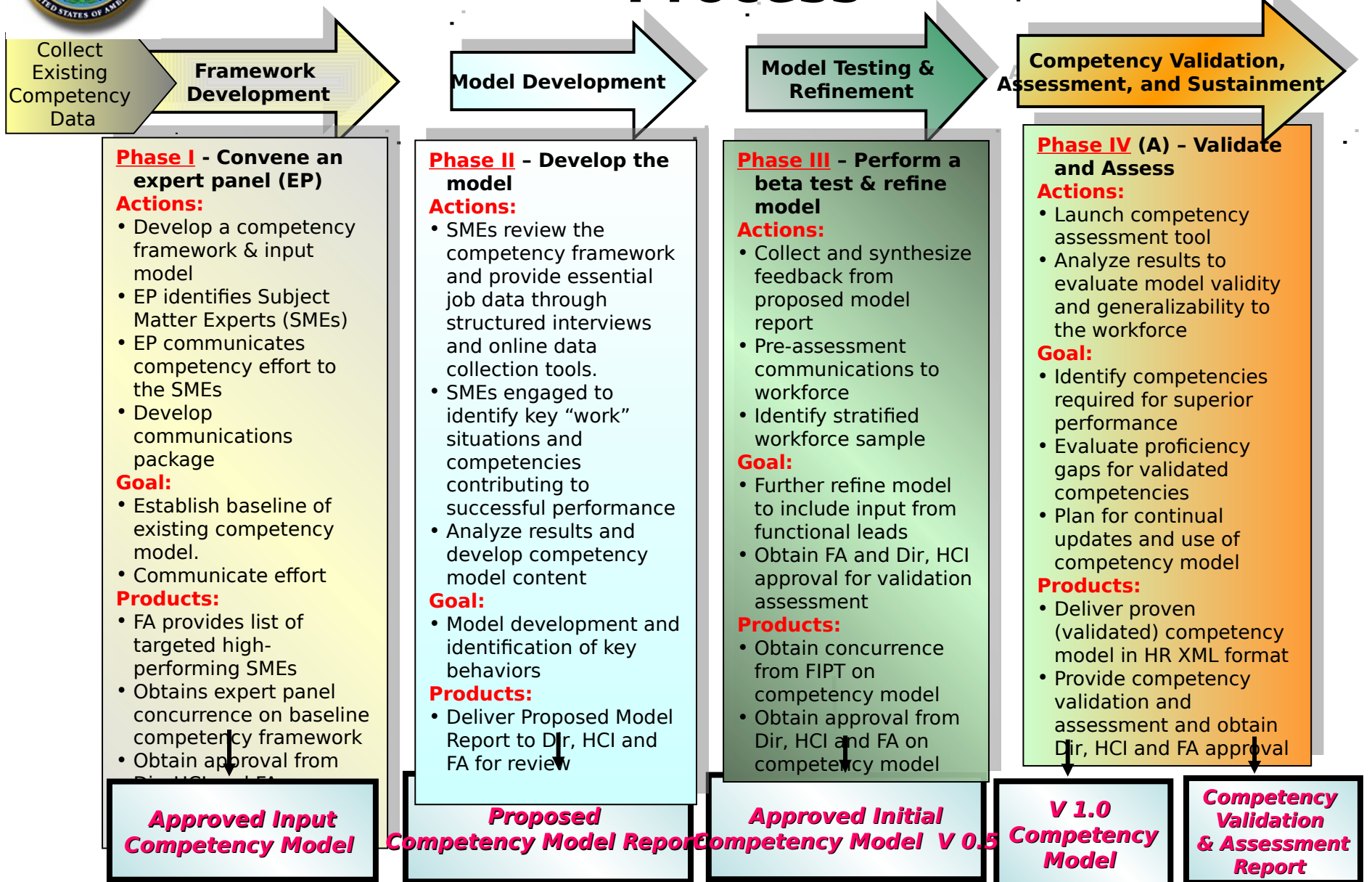
Thank You

Let's position those
who follow for
continuing success

Backup



AT&L Competency Model Update Process





Competency Model Applications

Strategic Workforce Planning

Agile Mission Support

- Enables improved organizational refinements to align the skills with mission needs

Improved Learning/Training

- Enables 21st Century Training Framework (Performance Learning Model, Core Plus, Engaged Learner Initiatives)

Development & Career Planning

- Enhance IDP & Organization Development
- Improved targeted training

High(er)-Performing Workforce

- Productivity enhancement

Gap Assessment

- Assess proficiency, importance, frequency and difficulty
- Migrate best practices and tools for successful performance

Recruiting & Selection

- Improve identification of key behaviors contributing to successful performance

Human Resources
(RH&S)

Learning Management System
(Crosswalk)

Standards-Based

Validated Competency Models

Performance Management
IDPs

Performance Learning Model
(LAP)